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November 20, 1952

PSYCHOLOGICAL STRATEGY BOARD  
WASHINGTON, D. C.

STANDARD PSB PLANNING FORM  
(For National Psychological Strategy Plans and Programs)

1. Psychological Objectives.

(a) Psychological Objectives to be listed in this section are derived from the Analysis in Annex A, which will be attached to all plans for the Board to note. Since applicable national policy papers will be examined in the Annex, all references to them are omitted in this section.

(b) Objectives will be listed in succinct tabular form, in order of priority when they can be clearly and accurately stated in this fashion, but where proper understanding of the plan's intent makes this desirable, the tabular form may be replaced by a series of numbered paragraphs providing sufficient interpretation to clarify the intent.

(c) The term Psychological Objectives as here used does not refer exclusively to desired attitudes in the target group, but to results of major importance in terms of established national policy which appear achievable in the target area through operations conducted in accordance with NSC 59/1, 10/2, and 10/5 together with necessary supporting actions in other fields. The factors which must be analyzed and balanced to determine these objectives are specified in the Annex.

(d) Since the Psychological Objectives must be in conformity with established national policy, Section I will be considered as constituting the terms of reference to the paper and will be subject to approval under existing procedures.

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2. Basic Tasks.

This paragraph establishes the essential requirement for integrated implementation-planning in the form of selected tasks which each participating agency agrees to use as a basis for program-development. Integration is achieved not by imposing uniform tasks on all agencies but by choosing as the basis of each agency's program those tasks which, while conforming to its capabilities and peculiar pattern of activity, directly or indirectly support programs of other agencies aimed at the same objectives. The tasks themselves are formulated differently for each agency and are listed under appropriate sub-headings, which can be further sub-divided when necessary. They are conceived as planning tasks, rather than as courses of action, and ideally each listed task should serve as a paragraph-heading in the subsequent implementation plans of the agency to which it is assigned. The pattern for listing tasks is as follows:

(a) State

(1) To develop information programs which:

(a)

(b) Defense

(c) CIA (May be submitted separately when desirable.)

3. General Guidance.

In certain types of plans the listing of objectives in Paragraph 1 and of Basic Tasks as in Paragraph 2, will supply implementation-planners with all the guidance required. In other cases, however, the requirements for integrated implementation-planning should include some further directions for relating agency programs to one another and to the national effort generally, along with

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indications as to the scope and magnitude of the over-all plan, timing and phasing, and similar considerations. In a highly complex plan Paragraph 3 might be sub-divided as follows:

(a) Scope and Magnitude.

Scope and magnitude of the program is to include assessment as to target concentration and relative weight of media utilized.

(b) Timing and Sequence or Phasing of the Campaigns.

(c) Special Considerations.

(1) Special considerations are to include:

- (a) special DO's and DON'Ts from the viewpoint of conformity with established policy and similar special guidance.
- (b) appraisal of contingencies.
- (c) calculated evaluation of possible Soviet counter actions.

4. Special Undertakings. (Optional when relevant)

A brief, highly selective list of actions of such outstanding importance that failure to implement them would vitiate the strategy. Such actions, however, may only be listed with the authoritative concurrence of the agencies or departments responsible for implementing them.

5. Implementation.

- (a) Administrative and Logistic Provisions. Special administrative provisions, if any, not covered by the SOP for the coordination phase and requiring Board approval, together with provisions for logistic support, where relevant.

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- (b) Areas of Responsibility. (Optional) Normally, agency responsibilities under the plan will be adequately indicated under Paragraphs 2, 3, and 4. If any further responsibilities need to be indicated, in view of the provisions of 5 (a), or for other reasons, they should be listed in this paragraph. Also, if it is considered desirable for the sake of clarity to recapitulate agency responsibilities under the plan, it can be done at this point.

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Note - Good Format.  
See margin note -

(d)  
Also - a separate section of the  
Annex may ~~be~~ be necessary to  
delineate the several impediments  
to the prosecution of covert  
actions - this - not to  
be circulated among  
panel members.



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ANNEX A  
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Analysis (Annex A)

1. The first function of this Annex is to justify selection of the Psychological Objectives. This section of the analysis will be concise as possible but will normally include the following elements:

- Add - to include an analysis of long-range intelligence estimates*
- (a) Analysis of applicable approved national policy objectives, with indications as to priorities of urgency and importance.
  - (b) Assumptions as to the situation in the target area, which if proved invalid would entail re-examination of national policies.
  - (c) Estimate of U.S. psychological capabilities with respect to achievement of national objectives.
  - (d) Analysis of feasibility factors in the target area which decisively limit or facilitate maximum exploitation of capabilities in the desired direction.
  - (e) Conclusions as to maximum feasible effects desired through 59/1, 10/2 and related psychological supporting actions. These conclusions to be valid must always constitute recognizable steps towards the attainment of some or all of the national objectives set forth in (a) above, but will usually be more specific and limited. These conclusions, condensed and stated as imperatives, become the Psychological Objectives.

2. The second function of the Annex is to derive, qualify and explain the strategic concept embodied in Paragraphs 2, 3, and 4 of the main plan.

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ANNEX A  
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(a) The substance and form of this section will vary somewhat according to the situation studied, but the most essential element will always be an analysis or evaluation of the present U.S. psychological effort in the area in terms of the Psychological Objectives desired. By indicating where existing programs are failing or succeeding, and to what degree, this analysis should indicate clearly the reorientation and/or expansion which is required to attain the objectives, and this provides an essential basis of the strategic concept.

3. In most cases, the analysis should also include a brief statement of the strategic situation within the target area and between the area and other areas or Powers having important interests there. Particular attention should be given to the aims, scope, form and effectiveness of communist psychological operations in the area, as well as an analysis of Soviet reactions to the plan presently proposed. While this section of the Annex should also be as concise as possible, it will generally need to be more detailed than the former one, and the tabular form of analysis usually will not be suitable.

4. Agreement by the Board to note the contents of Annex A will be understood as giving that Annex the value of authoritative guidance in determining whether or not implementation plans are in conformity with the desired intent.

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ANNEX B  
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Illustrative Actions (Annex B)

1. The purpose of this Annex to a plan is to provide a rough measuring scale to assist in determining the feasibility and adequacy of implementation plans prepared in accordance with the approved national psychological strategy. It will list feasible, effective projects and/or actions which member agencies might undertake in implementation of the plan with suggestions for primary and supporting roles in each case. The implementing actions listed will not be considered as complete or definitive and neither the actions themselves nor the suggested assignments of agency responsibility will be considered as binding upon any participating agency.

2. Board agreement to note the contents of Annex B will be understood as a certification that the actions and programs listed, while not essential to the implementation of the strategy, are in conformity with it and are presumed to be effective and feasible.

3. In order that Annex B be of maximum usefulness to operational planners and to the Director's staff in the implementation and coordination phase of the planning, it is desirable that one illustrative high priority project or action be listed for each major directive of Section 2. In some cases, additional illustrations may be provided, but no effort should be made to anticipate the complete implementation plans of each participating agency.

4. Where appropriate, parts of Annex B may be submitted by the Director separately as a supplement.

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